



**Executive Board of
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Development Programme
and of the United Nations
Population Fund**

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UNITED NATIONS OFFICE FOR PROJECT SERVICES

ANNUAL REPORT OF THE EXECUTIVE DIRECTOR
ON THE ACTIVITIES OF THE UNITED NATIONS OFFICE FOR PROJECT SERVICES

STATISTICAL ANNEX

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ABBREVIATIONS

DPA	Department of Political Affairs of the United Nations Secretariat
DPKO	Department for Peace-keeping Operations of the United Nations Secretariat
IDNDR	International Decade for Natural Disaster Reduction
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
MSAs	Management services agreements
UNCCS	United Nations Common Coding System
UNDCP	United Nations International Drug Control Programme
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHCHR	Office of the United Nations High Commissioner for Human Rights
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNODCCP	United Nations Office for Drug Control and Crime Prevention
UNOIP	United Nations Office of the Iraq Programme
UNRISD	United Nations Research Institute for Social Development
WFP	World Food Programme

Table 1. Project delivery, by source of funds
1997-1998
(in thousands of dollars)

Source of funds	Delivery	
	1997	1998
UNDP core funds	208 355	236 995
Percentage of total	45.0%	44.1%
UNDP trust funds	87 673	127 491
Percentage of total	18.9%	23.7%
Multilateral grants and loans		
IFAD (MSAs) (MSAs through UNDP)	3 512	2 160
IFAD (procurement services)	1 845	3 185
Development Banks (MSAs through UNDP)	33 693	34 507
Subtotal	39 050	39 852
Percentage of total	8.4%	7.4%
Unilateral and bilateral grants		
Government (MSAs through UNDP)	21 438	26 352
Japan (MSAs through UNDP)	82 953	54 468
Others (MSAs through UNDP)	11 721	17 132
Subtotal	116 112	97 952
Percentage of total	25.1%	18.2%
Total UNDP	451 190	502 290
Percentage of total	97.4%	93.4%
United Nations Organizations		
UNDCP	6 713	10 951
UNFPA	92	126
Other United Nations Organizations a/	5 136	24 465
Subtotal	11 941	35 542
Percentage of total	2.6%	6.6%
Total	463 131	537 832
Percentage of total	100%	100%

a/ DPA, DPKO, IDNDR, ILO, UNHCHR, UNHCR, UNOCHA, UNODCCP, UNOIP, UNRISD, WFP.

Table 2. Project delivery by component
1997-1998
(in thousands of dollars)

Source of funds	Personnel		Subcontracts		Training		Equipment		Miscellaneous		Total
	1997	1998	1997	1998	1997	1998	1997	1998	1997	1998	
UNDP core funds	110 180	116 168	45 227	61 612	16 973	17 546	27 724	33 687	8 251	7 982	208 355
Percentage of total	77.5%	69.2%	42.4%	36.6%	75.7%	69.2%	15.5%	20.7%	62.7%	59.6%	45.0%
UNDP trust funds	18 889	25 708	35 827	56 741	2 314	4 403	27 325	38 204	3 318	2 435	87 672
Percentage of total	13.3%	15.3%	33.6%	33.7%	10.3%	17.4%	15.3%	23.5%	25.2%	18.2%	18.9%
Multilateral grants and loans	903	1 150	910	733	(1)	2	1 604	142	96	133	3 512
IFAD (MSAs through UNDP)	314	322	0	0	22	73	1 509	2 790	0	0	1 845
Development Banks (MSAs through UNDP)	3 547	4 775	12 820	13 741	2 028	1 739	14 834	13 816	464	436	33 693
Subtotal	4 764	6 247	13 730	14 474	2 049	1 814	17 947	16 748	560	569	39 050
Percentage of total	3.3%	3.7%	12.9%	8.6%	9.1%	7.2%	10.0%	10.3%	4.3%	4.2%	8.4%
Unilateral and bilateral grants	414	441	3 952	16 068	713	300	16 208	9 462	151	81	21 438
Government (MSAs through UNDP)	0	0	417	1 571	0	0	82 534	52 888	2	9	82 953
Japan (MSAs through UNDP)	1 564	2 947	5 578	7 450	46	378	4 394	6 010	119	347	11 721
Others (MSAs through UNDP)	1 998	3 388	9 947	25 089	759	678	103 136	68 360	272	437	116 112
Subtotal	1.4%	2.0%	9.3%	14.9%	3.4%	2.7%	57.7%	42.0%	2.1%	3.3%	25.1%
Percentage of total											18.2%
Total UNDP	135 831	151 511	104 731	157 916	22 095	24 441	176 132	156 999	12 461	11 423	451 189
Percentage of total	95.5%	90.3%	98.2%	93.7%	98.6%	96.4%	98.6%	96.5%	94.2%	85.2%	97.4%
United Nations organizations	3 660	4 926	1 096	3 000	283	398	1 107	2 021	567	606	6 713
UNFPA	12	40	41	27	(6)	47	43	7	2	5	92
Other United Nations organizations/	2 740	11 377	764	7 544	45	456	1 392	3 719	195	1 369	5 136
Subtotal	6 412	16 343	1 901	10 571	322	901	2 542	5 747	764	1 980	11 941
Percentage of total	4.5%	9.7%	1.8%	6.3%	1.4%	3.6%	1.4%	3.5%	5.8%	14.8%	2.6%
Total	142 243	167 854	106 632	168 487	22 417	25 342	178 674	162 746	13 165	13 403	463 130
Percentage of total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

*/DPA, DPKO, IDNDR, ILO, UNECHR, UNHCR, UNOCHA, UNODCCP, UNOIP, UNRISD, WFP.

Table 3. Project delivery by region
1997-1998
(in thousands of dollars)

Region	1997		1998	
	Number of projects	Delivery	Number of projects	Delivery
Interregional and global	461	43 991	303	55 622
Africa	862	155 356	687	160 031
Arab States	235	26 688	197	40 710
Asia and the Pacific	698	95 550	608	115 791
Europe	238	37 260	208	58 091
Latin America and the Caribbean	472	104 286	428	107 587
Total	2 966	463 131	2 431	537 832

Table 4. Project personnel employed
1997-1998

Type of contract	1997 Number	1998 Number
International consultants	2 777	2 136
Percentage from developing countries	37%	42%
International experts	554	710
Percentage from developing countries	43%	46%
National professionals	3 789	3 485
Percentage from developing countries	100%	99%
Total	7 120	6 331
Percentage from developing countries	72%	74%

Table 5 International experts and consultants, by nationality
1997-1998

Nationality	Person months a/	1997			1998			Percentage of total		
		Male	Female	Total	Percentage of total	Person months	Male		Female	Total
Developed countries										
Australia	221.0	83	10	93	2.84	289.7	91	6	97	3.48
Austria	n/a	n/a	n/a	n/a	n/a	65.5	27	1	28	1.04
Belgium	70.4	43	4	47	1.54	164.1	31	2	33	1.34
Canada	428.1	236	36	272	8.28	625.8	166	43	209	7.38
Denmark	40.2	20	3	23	0.74	80.4	7	2	9	0.38
Finland	n/a	n/a	n/a	n/a	n/a	113.8	20	3	23	0.88
France	271.1	157	28	185	5.64	561.9	133	14	147	5.28
Germany	80.3	49	6	55	1.74	239.8	36	17	53	1.98
Italy	169.4	64	10	74	2.24	326.8	65	12	77	2.78
Netherlands	107.2	90	4	94	2.84	258.6	74	12	86	3.04
New Zealand	51.1	36	3	39	1.24	77.2	25	1	26	0.94
Spain	n/a	n/a	n/a	n/a	n/a	123.3	33	4	37	1.38
Sweden	74.9	29	3	32	1.04	102.2	25	3	28	1.04
Switzerland	39.3	16	6	22	0.74	64.2	11	5	16	0.64
United Kingdom	485.2	225	26	251	7.54	670.8	165	29	194	6.84
United States	1 127.8	518	118	636	19.14	1 204.0	358	135	493	17.38
Other	894.2	206	33	239	7.28	288.8	47	17	64	2.28
Subtotal	4 060.2	1 772	290	2 062	61.94	5 226.9	1 314	306	1 620	56.94
Women as percentage of total			14.14					18.94		
Developing countries										
Argentina	96.0	38	4	42	1.34	112.6	39	5	44	1.54
Bolivia	27.7	15	4	19	0.54	62.9	12	1	13	0.54
Cameroon	12.0	11	0	11	0.34	57.9	24	4	28	1.04
Chile	82.0	17	4	21	0.64	61.0	15	2	17	0.64
Colombia	109.7	21	7	28	0.84	66.7	5	4	9	0.34
Egypt	15.5	13	1	14	0.44	41.8	10	4	14	0.54
Ethiopia	72.8	23	5	28	0.84	118.7	20	6	26	0.94
India	218.3	114	16	130	3.94	303.4	71	25	96	3.48
Kenya	33.5	17	5	22	0.74	69.0	24	9	33	1.24
Mexico	11.1	12	0	12	0.44	50.8	8	3	11	0.48
Morocco	7.9	9	0	9	0.34	20.3	14	0	14	0.54
Nigeria	68.2	32	2	34	1.04	44.8	23	3	26	0.94
Peru	85.5	28	1	29	0.94	95.2	12	4	16	0.64
Philippines	97.8	30	15	45	1.44	202.2	26	13	39	1.44
Senegal	78.3	47	1	48	1.44	142.0	40	4	44	1.54
Sri Lanka	24.7	19	0	19	0.64	63.5	19	1	20	0.74
Uruguay	15.4	13	3	16	0.54	77.7	16	5	21	0.74
Other	1 066	686	56	742	22.34	2 932.3	631	124	755	26.54
Subtotal	2 092.5	1 145	124	1 269	36.14	4 819.8	1 009	217	1 226	43.14
Women as percentage of total			9.84					17.74		
Total	6 152.7	2 917	414	3 331	100%	9 746.7	2 323	523	2 846	100%
Women as % of total			12.44							
/ Consultants only.										

a/ Consultants only.

Table 6. Trainees and fellows, by nationality
1997-1998

Nationality	1997			1998		
	Total	Male	Female	Total	Male	Female
Angola	58	38	20	168	147	21
Bangladesh	0	0	0	72	60	12
Benin	14	3	11	213	161	52
Botswana	9	5	4	207	134	73
Burkina Faso	15	10	5	125	51	74
Burundi	20	15	5	65	46	19
Cameroon	0	0	0	16	12	4
Central African Republic	964	536	428	2250	1347	903
Chad	18	15	3	3	3	0
Congo	278	96	182	5	4	1
Cote d'Ivoire	572	429	143	181	151	30
Democratic Republic of the Congo	0	0	0	759	99	660
Djibouti	16	13	3	1	1	0
Egypt	21	15	6	68	61	7
Equatorial Guinea	0	0	0	43	36	7
Eritrea	53	41	12	7	6	1
Ethiopia	62	59	3	91	76	15
Ghana	20	16	4	258	194	64
Guinea	32	28	4	21	11	10
Haiti	490	237	253	1	1	0
India	0	0	0	13	10	3
Indonesia	14	13	1	51	48	3
Jordan	19	17	2	5	5	0
Kenya	32	27	5	48	10	38
Kyrgyzstan	137	92	45	94	75	19
Lesotho	11	5	6	479	395	84
Liberia	51	33	18	1027	338	689
Madagascar	588	381	207	103	97	6
Malaysia	0	0	0	13	12	1
Malawi	6	6	0	24	19	5
Maldives	12	9	3	0	0	0
Mali	450	371	79	16	13	3
Mauritania	6	6	0	21	21	0
Mauritius	5	1	4	31	29	2
Mexico	0	0	0	37	23	14
Mozambique	0	0	0	671	486	185
Namibia	10	8	2	75	66	9
Nepal	5	5	0	30	29	1
Nigeria	53	36	17	1255	376	879
Pakistan	21	18	3	16	15	1
Philippines	0	0	0	25	18	7
Republic of Korea	0	0	0	27	20	7
Rwanda	129	87	42	7	5	2
Senegal	22	20	2	114	72	42
Sierra Leone	13	8	5	2360	1553	807
South Africa	22	16	6	1304	248	1056
Sri Lanka	20	17	3	19	15	4
Sudan	50	38	12	14	8	6
Swaziland	6	4	2	41	31	10
Thailand	0	0	0	14	11	3
Togo	0	0	0	15	6	9
Tunisia	11	6	5	1	1	0
Uganda	21	11	10	127	85	42
United Republic of Tanzania	14	12	2	127	113	14
Viet Nam	148	106	42	250	197	53
Yemen	76	66	10	2	2	0
Zambia	19	15	4	852	566	286
Zimbabwe	22	17	5	1114	785	329
Other a/	87	77	10	135	109	26
Total	4 722	3 084	1 638	15 111	8 513	6 598

a/Other in 1998 (Tot/Fem) : Afghanistan(1/1), Argentina(2/0), Azerbaijan(4/0), Bahrain(1/0), Belize(3/0), Bolivia(1/0), Brazil(1/0), Brunei Darussalam(1/0), Cambodia(3/0), Cape Verde(2/1), China(5/1), Comoros(4/0), Colombia(2/1), Ecuador(2/1), El Salvador(2/1), Gabon(6/0), Gambia(3/1), Guatemala(2/1), Guinea-Bissau(2/0), Hungary(1/1), Islamic Republic of Iran(1/1), Iraq(5/0), Kiribati(1/0), Lebanon(1/0), The Lao People's Democratic Republic(4/1), Mongolia(5/1), Morocco(5/1), Nicaragua(1/0), Niger(8/0), Panama(1/0), Paraguay(2/1), Peru(2/2), Romania(1/0), Saint Vincent and the Grenadines(1/1), Sao Tome and Principe(5/1), Saudi Arabia(3/0), Seychelles(2/0), Slovakia(2/0), Oman(2/0), Syrian Arab Republic(3/0), Turkey(9/3), United Arab Emirates(2/0), Venezuela(1/1).

Table 7. Value of contracts for services and works signed, by country of contractor
1997-1998
(in thousands of dollars)

Country	1997		1998	
	Value	Percentage of international procurement	Value	Percentage of international procurement
International procurement				
Developed countries				
Australia	405	0.6	2 655	3.5
Austria	131	0.2	292	0.4
Belgium	190	0.3	21	0.0
Canada	543	0.7	440	0.6
Finland	0	0.0	0	0.0
France	1 242	1.7	3 347	4.4
Germany	312	0.4	223	0.3
Ireland	0	0.0	11	0.0
Italy	5 464	7.5	6	0.0
Japan	152	0.2	38	0.1
New Zealand	58	0.1	23	0.0
Spain	3 146	4.3	237	0.3
Switzerland	253	0.3	370	0.5
United Kingdom	2 694	3.7	3 063	4.1
United States	17 050	23.4	7 444	9.9
Subtotal	31 640	43.4	18 170	24.1
Underutilized major donor countries				
Denmark	2 693	3.7	2 352	3.1
Netherlands	104	0.1	372	0.5
Norway	568	0.8	1 040	1.4
Sweden	777	1.1	687	0.9
Subtotal	4 142	5.7	4 451	5.9
Total developed countries	35 782	49.1	22 621	30.0
Total developing countries	37 085	50.9	52 864	70.0
Total international procurement	72 867	100	75 485	100
Non-governmental organizations				
International Institutions	20 128		27 318	
	1 989		2 754	
TOTAL	94 984		105 557	

Table 8. Value of equipment ordered, by country of vendor
1997-1998
(in thousands of dollars)

Country	1997		1998	
	Value	Percentage of international procurement	Value	Percentage of international procurement
International procurement				
Developed countries				
Belgium	2 684	1.7	478	0.4
Canada	1 507	1.0	833	0.6
France	16 137	10.4	11 702	9.0
Germany	7 199	4.7	5 012	3.9
Italy	8 271	5.3	11 365	8.7
Japan	10 862	7.0	9 250	7.1
Luxembourg	970	0.6	912	0.7
Spain	1 102	0.7	1 568	1.2
Switzerland	3 165	2.0	5 038	3.9
United Kingdom	22 724	14.7	10 024	7.7
United States	27 789	18.0	26 035	20.0
Other	502	0.3	22 256	17.1
Subtotal	102 912	66.6	104 473	80.4
Underutilized major donor countries				
Denmark	6 164	4.0	9 292	7.2
Netherlands	5 704	3.7	3 248	2.5
Norway	250	0.2	202	0.2
Sweden	906	0.6	1 012	0.8
Subtotal	13 024	8.4	13 754	10.6
Total developed countries	115 936	75.0	118 227	91.0
Total developing countries	38 673	25.0	11 688	9.0
Total international procurement	154 609	100	129 915	100
Total local procurement	24 065		32 831	
TOTAL	178 674		162 746	

Table 9. Value of equipment ordered, by commodity:
1997-1998
(in thousands of dollars)

UNCCS No.	Commodity	1997 Value	1998 Value
449400	Ozone-depleting replacement equipment	13 745	23 702
491000	Motor vehicles, motorcycles and parts	13 633	11 973
412000	Iron and steel products	14 415	11 720
444000	Mining, construction machinery and parts	6 489	6 565
380000	Office, medical, surgical or veterinary furniture	1 551	6 037
347000	Polymers of ethylene in primary forms	5 530	5 080
333000	Petroleum oils and petroleum products	7 260	5 076
481000	Medical and surgical equipment, orthopedic appliances	5 160	4 503
341000	Chemicals, basic, organic and chemical elements	4 004	4 441
452000	Electronic data processing equipment	7 693	4 405
467000	Telecommunications equipment	1 593	3 489
421000	Structural metal products and parts	3 102	3 396
365000	Rubber tyres and tubes	4 940	2 741
454000	Input/output units for electronic data processing, accessories and par	2 985	2 740
477000	Audiovisual equipment	2 593	2 099
462000	Electricity distribution or control equipment	4 833	2 009
374400	Cement	3 741	1 792
322000	Books, brochures and leaflets	a/	1 659
320000	Paper and paper products	2 987	1 642
346000	Fertilizers	8 324	a/
239000	Food products not elsewhere classified	4 072	a/
415000	Copper, aluminium, lead, zinc and tin	3 680	a/
461000	Electric motors, generators and transformers	3 088	a/
431000	Power plants, engines and turbines	2 119	a/
458000	Software, computer, including manuals	1 607	a/
	Freight and miscellaneous	56 704	57 677
	Total	178 674	162 746

a / Commodities for which the procurement value is less than \$1.5 million are included in the miscellaneous category.

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UNITED NATIONS OFFICE FOR PROJECT SERVICES

Annual report of the Executive Director on the activities
of the United Nations Office for Project Services

Internal oversight

I. INTRODUCTION

1. Starting in 1998, the internal oversight issues of the United Nations Office for Project Services (UNOPS) have been addressed separately from those of the United Nations Development Programme (UNDP). UNDP, however, continues to provide numerous administrative services to UNOPS and many of the audit and oversight initiatives undertaken by UNDP may also affect UNOPS. For this reason, the Executive Board may wish to consider document DP/1999/... in conjunction with the present report.

2. The oversight framework for UNOPS includes three elements: (a) external audit, performed by the United Nations Board of Auditors; (b) internal audit, performed by the Office of Audit and Performance Review (OAPR) of UNDP under the terms of an agreement between the two organizations, for which UNOPS reimburses UNDP on a yearly basis for costs incurred; and (c) internal management oversight, which is directly associated with the self-financing principle by which UNOPS continues to operate.

II. BOARD OF AUDITORS

3. UNOPS is audited and reported on separately by the United Nations Board of Auditors. UNOPS reported to the Executive Board in documents DP/1997/27 and DP/1998/25 on its follow-up to the previous report of the Board of Auditors (A/51/5/Add.10) and in document DP/1999/24 on its follow-up to the current report of the Board of Auditors (A/53/5/Add.10).



III. FINDINGS OF THE OFFICE OF AUDIT AND PERFORMANCE REVIEW

4. The internal audit of UNOPS operations is carried out by the UNOPS section of the UNDP Office of Audit and Performance Review (OAPR), which includes seven posts, with one post encumbered by the Chief of the section and four by the auditors. The information presented in this section has been discussed with OAPR and reflects the views of that Office.

5. As in previous years, in 1998 OAPR conducted audits and management reviews of both headquarters and field activities. At headquarters, audits of the Procurement Review and Advisory Committee (PRAC) and the use of budget line 53 under various UNOPS-executed projects and activities were undertaken. A report on the joint UNOPS and OAPR Management Review of the UNOPS administration of the activities of limited duration (ALD) contractual mechanism was completed. Furthermore, three cases relating to allegations of wrongdoing and conflict of interest and one case of attempt to defraud were reviewed.

6. Audit of field activities included a management review of six UNOPS units away from New York (the "offices"): the Asia Office in Kuala Lumpur, the Copenhagen Office, the Geneva Office, the Central America Outpost in El Salvador, the Abidjan Office and the Nairobi Outpost of the International Fund for Agricultural Development (IFAD) Division. These audits indicated that the overall internal control system of the offices provides reasonable assurance that their operational objectives are being achieved. Most of the offices have put in place two basic components of the UNOPS decentralization strategy: first, the offices carry out the annual business planning process, which articulates the respective objectives of the offices within the framework of and in accordance with the overall objectives of UNOPS; and second, the offices have established appropriate organizational structures and staffing. Nevertheless, there are a number of common, major aspects that could be improved in order to further strengthen the operations of the offices. Most of these have organization-wide implications and pertain to the following areas: organizational description and terms of reference; assignment of projects and activities; monitoring and evaluation; staff training and learning activities; information and communication flow; and information technology. UNOPS comments indicating that many of the common issues have been or are being addressed have been incorporated in the final audit reports.

7. Other field audits covered activities carried out within the framework of projects and programmes implemented by UNOPS. The current portfolio of active projects and activities under management services agreements (MSA) is about 2,000. Among these, the following were selected: rehabilitation/regeneration and de-mining projects in Asia; one rehabilitation project and two "Africa 2000" projects in Africa; and a rehabilitation project in the subregion of the Central Asian Republics. In addition, an investigation was completed in the first quarter of 1998 concerning projects in the Latin America and the Caribbean region funded by the United Nations International Drug Control Programme (UNDCP).

8. Audits of management and other support services provided by UNDP through UNOPS under letters of agreement between the borrowing Governments and UNDP with respect to activities financed from World Bank loans were carried out as

required by the agreement between the World Bank and UNDP on the audit modality of MSAs. According to this agreement, UNDP is to provide the borrowing Governments with audited financial statements for each MSA with expenditure above \$100,000 during the fiscal year under consideration. In addition, audits of the implementation in 1997 of 12 MSAs financed by the World Bank were undertaken principally at Headquarters and included three field visits.

9. In 1998, a total of 33 audit reports were issued. Of these, the 12 audit reports of the government-funded MSAs financed by the World Bank do not contain recommendations because of the special nature and purpose of the reports. Seventeen of the other 21 audit reports contained 289 recommendations. Of these, 115 were in the area of finance, 25 in personnel, 41 in administration (which includes contracts and procurement), 45 in programme and 63 in the area of management. Of the remaining four audit reports, three covered investigations, and thus contained opinions rather than specific recommendations. The report on the joint UNOPS and OAPR management review did not include specific recommendations. UNOPS agreed on 273 of the 289 recommendations, or in 94.5 per cent of the cases, and provided its response on the actions taken or contemplated to be taken to implement the recommendations contained in all the reports.

10. Major issues identified in the audit reports include the following: (a) weaknesses in the overall managerial oversight of some projects that contributed to serious shortcomings in project operations; (b) the need to reassess procedures for reviewing and approving implementation of sub-project activities by government entities, taking into consideration the potential added value of these arrangements; (c) shortcomings in the approval and management of micro-projects in one of the "Africa 2000 Network" projects; and (d) the need to strengthen the guidelines on imprest account operations and the timely submission of the monthly imprest accounts to headquarters.

11. UNOPS continues to address both the general and specific issues raised. In addition, in order to strengthen efforts to improve the oversight of project operations and activities, UNOPS has specifically arranged for a comprehensive review of certain "Africa 2000 Network" projects. This is expected to provide the means for improving the management of all these projects. Finally, UNOPS has promulgated new guidelines for the maintenance of and reporting on imprest accounts.

12. The investigation into transactions of the project imprest account pertaining to four related United Nations International Drug Control Programme (UNDCP)-funded projects in Colombia has revealed that a UNDP staff member has embezzled a considerable amount of funds from the imprest account. In March 1998 the matter was referred to the Legal Section of the UNDP Office of Human Resources Management (OHRM) for appropriate action. Following a comprehensive review, the staff member was summarily dismissed and approximately \$40,000 were recovered. The case was closed in January 1999.

13. As in previous years, the results from the audit of UNOPS operations reveal some common aspects and a variety of unique features that are specific to the projects and activities being reviewed. As they do not provide a comprehensive basis from which general trends in UNOPS operations can be identified, UNOPS

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must therefore endeavour to devise a diversified and continuously evolving approach that can provide the correct solution on a case-by-case basis.

IV. INTERNAL MANAGEMENT OVERSIGHT

14. The UNOPS Management Coordination Committee (MCC) oversees activities and clears UNOPS budget submissions, business plans, and key strategic directions. In addition, the financial viability of UNOPS depends upon regular monitoring of all aspects of ongoing operations. Early detection of problems and subsequent immediate corrective action are paramount to maintaining UNOPS operations within the self-financing principle. The financial performance recorded in the four years since the establishment of UNOPS is an indication of the fact that a sound framework for financial oversight and management of UNOPS is currently in place.

15. Furthermore, the UNOPS approach to risk management, described in document DP/1997/26, utilizes a mixture of preventive measures, such as monitoring mechanisms and the regular upgrading of staff skills. As reported in document DP/1999/22, the business planning process, for example, provides a means of monitoring overall performance in all aspects of UNOPS operations.

V. EXECUTIVE BOARD ACTION

16. The Executive Board may wish to take note of the present report (DP/1999/22/Add.2) on internal oversight.
